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3 November 1965

MEMORANDUM FOR THE RECORD

SUBJECT: Coordination of Agency R & D

1. Over the past 18 months PPB (formerly BPAM) has taken a number of steps to help in the coordination of Agency R & D activities. This effort has focused largely on a very careful review of dollars and manpower requests from the R & D elements of the Agency, project review and approval processes, and the development and maintenance of a research and development project catalog on R & D projects. Institutionally the R & D Board was established to assure improved substantive coordination of Agency R & D activities.

2. Recently the problem of coordination has become especially timely and somewhat acute to my responsibilities in defending the Agency's budget. Budget submissions and R & D programs approved for inclusion in the Agency budget request to the Bureau of the Budget are not uniformly or consistently justified, and there appears to be some possibility of overlapping and duplication. This is particularly true in the intelligence data analysis and processing area where many offices are trying to solve the "information explosion" problems in their own individual way.

3. Accordingly, I have brought together in two meetings all Agency elements concerned with this problem: ORD, OCS, NPIC, OCR, RID, TSD, DD/I, and DD/S&T. I have arranged to provide to all Agency elements the R & D program items in the Analysis category for which some [redacted] is being requested by ORD in the Fiscal Year 1967 budget. In turn I have asked ORD to meet individually with each of the R & D elements and discuss the substance of these R & D items, toward the end of identifying any duplication and also avoiding misunderstandings that may occur due to the lack of knowledge of intended R & D results in the intelligence analysis and processing area. This effort is designed to bring about a consistent and uniform justification throughout the Agency for our hearings with the Bureau of the Budget. It is not intended to resolve the longer range problem of institutionalized coordination except that I have been quite frank and direct in my exchange of views on the longer range problem.

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4. These meetings clearly reveal serious shortfalls in communications between Agency organizational elements on R & D underway or planned. The R & D catalog has been available to all elements, and there is some general understanding of what is taking place. The shortfall in this aspect of the problem appears to be a lack of inquisitiveness and initiative on the part of each R & D component about the other fellow's work. The Research and Development Review Board has not been actively useful in serving even as an expansion center of research and development ideas and needs. Further, it is clear that elements involved in R & D need to arrange more formal methods of assuring that the substantive elements of the Agency are recruited in defining R & D needs and in evaluating their downstream usefulness to the mission of the Agency. Communications does a good job in this respect and generally the situation has improved over the past year.

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[REDACTED]
John M. Clarke
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